Governor Tim Kaine's Management Scorecard for Agency Head Performance

Presented by Tim Bass, Senior Advisor
Office of the Governor

Transportation Accountability Commission
Subcommittee on Performance Standards
March 5, 2007

Scorecard = Agency Head Performance

- Started in 2004, now in its 4th year
- "Management 901"
- How the Governor, Cabinet and Public see the Agency Head's performance as the agency leader
- Measures performance quarterly and annually
- 50% of the Agency Head's annual evaluation

Scorecard Performance Categories

- Human Resource Management

- Government Procurement

- Financial Management

- Information Technology

- Performance Management

- Resource Stewardship

Scorecard Performance Categories

- Human Resource Management   (5)
- Government Procurement   (3)
- Financial Management   (5)
- Information Technology   (2)
- Performance Management   (4)
- Resource Stewardship   (1)

- 20 Scorecard Outcomes (Goals) Total

Scorecard "Grade" Scale

- Grades apply to each of the 20 outcomes
  - Meet Expectations
  - Progress Towards Expectations
  - Below Expectations
- Criteria for each grade are provided for each outcome, used by Agency Heads to determine appropriate grade
- Throughout the year, Agency Heads self-assess
- Annual review & reconciliation by appropriate Cabinet Secretary
- Annual review & reconciliation by Central Agencies
- Governor then evaluates Agency Head performance!

Scorecard Performance "Cycle"

Governor Reviews Agency Head Performance & Makes Evaluation

Year begins! Agency Heads Enter Grades for Each of 20 Outcomes (Quarterly)

After Cabinet Review, Central Agencies Review And Modify

At Year End Cabinet Secretaries Review/Modify

Virginia Performs

VISION
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RESULTS

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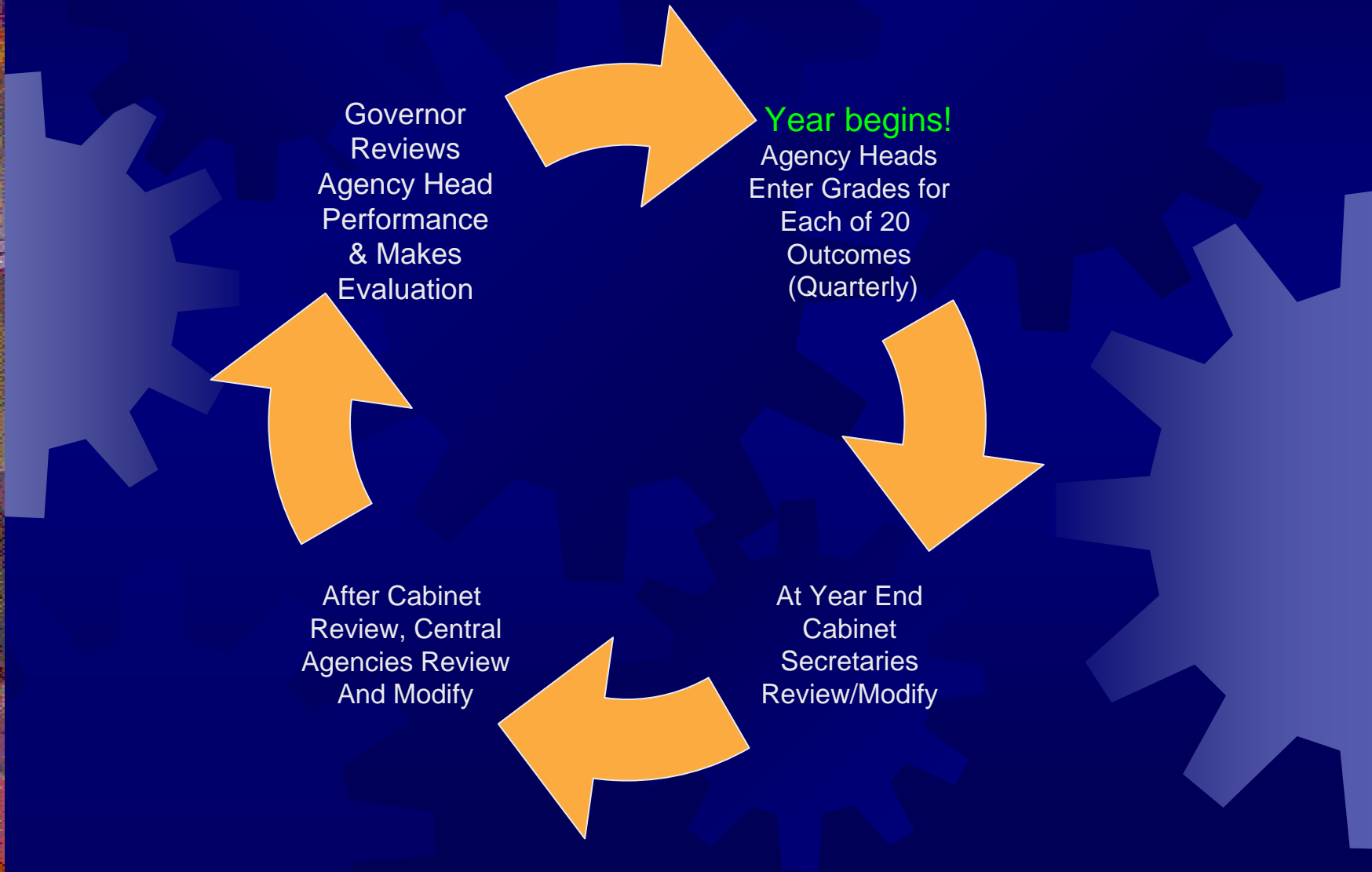
Agency Measures

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Management Scorecard

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Management Scorecard Results

Select year 2007 [GO]

Legend

🟩	Meets Expectations
🟨	Progress Toward Expectations
🟥	Below Expectations
⬜	Results Unavailable

Click on a colored square to view *the criteria* for that category.

Agency Name	Secretariat	Human Resource Management	Government Procurement	Financial Management	Technology	Performance Management	Resource Stewardship
Board of Accountancy	Commerce and Trade	🟩	🟩	🟩	🟩	🟩	🟨
Compensation Board	Administration	🟩	🟩	🟩	🟩	🟩	🟨
Comprehensive Services for At-Risk Youth and Families	Health & Human Resources	🟩	🟩	🟩	🟩	🟩	🟩
Department for the Aging	Health & Human Resources	🟩	🟩	🟩	🟩	🟩	🟩
Department for the Blind and Vision Impaired	Health & Human Resources	🟨	🟩	🟩	🟨	🟨	🟨
Department for the Deaf & Hard-of-Hearing	Health & Human Resources	🟩	🟩	🟩	🟨	🟨	🟨
Department of Accounts	Finance	🟩	🟩	🟩	🟩	🟩	🟩
Department of Agriculture & Consumer Services	Agriculture and Forestry	🟩	🟨	🟩	🟨	🟩	🟩
Department of Alcoholic Beverage Control	Public Safety	🟨	🟩	🟩	🟩	🟨	🟨

2007 Management ScoreCard Objectives and Criteria

Human Resource Management

HR1: EMPLOYEE ATTRACTION & RETENTION

Attracts and retains qualified workforce by strategically using existing human resource management flexibilities, pay practices, and benefits. Hiring and retaining the most qualified candidate for the job is the objective.

Data source: Hiring Report, Pay Practices Report, Applicant Flow Report, Turnover Report, Employee Surveys

Note: The clock in calculating "time to hire" ends on the position filled date. Positions in continuous recruitment or open until filled are not counted.

Criteria

Meets Expectations:
Positions in active recruitment remain vacant less than an average of 50 days after being posted. Agency regularly monitors, analyzes and reports turnover, conducts exit interviews or utilizes recruiting and retention tools.

Progress Toward Expectations:
Positions in active recruitment remain vacant an average of from 50 to 65 days after being posted. Agency occasionally monitors, analyzes and reports turnover, conducts exit interviews or utilizes recruiting and retention tools.

Below Expectations:
Positions in active recruitment remain vacant an average of more than 65 days after being posted. Agency does not monitor, analyze and report turnover, conduct exit interviews or utilize recruiting and retention tools.

HR2: FAIRNESS & DIVERSITY

Applies management policies and practices fairly and consistently. Champions equal employment opportunity and inclusion by prohibiting discrimination. Monitors and utilizes data and analytics of HuRMan system, and related software tools, to assist in decision-making and addressing deficiencies.

Data source: HuRMan, EEO Assessment Report, Employee Dispute Resolution Report, related tools

Management Scorecard

- Human Resource Management

  HR1 – Employee Attraction & Retention

  (Samples & Discussion …)

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[GREEN] Due to a high turnover rate in the customer service centers, agency implemented a "continuous recruitment" strategy. Positions in active recruitment remain vacant less than an average of 36 days after being posted. Agency regularly monitors, analyzes and reports turnover; a "dashboard" application has been developed to assist with management review of position information. Agency conducts exit interviews and fully utilizes recruiting and retention tools.

[YELLOW] Agency positions in recruitment average a fill time of 63.2 days. Turnover is low … 0.89%. Pay practices follow the agency's salary administration plan, with exceptions used when needed to attarct and hire qualified persons with outstanding credentials. Agency uses pay practice flexibility to provide counter offers to critical employees to minimize turnover in vital positions. Exit interviews are regularly conducted to identify reasons for leaving.

[RED] Agency's positions remain vacant for an average of 80.89 days. Length of advertising, extended negotiations and staff scheduling for interviews are contributing factors. Agency reviews and assesses personnel reports, discusses variances with appropriate management. Agency makes use of competitive salary offers when appropriate. Agency has not made maximum use of available recruiting tools. Agency does make use of exit interviews though not all exiting employees accept.

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Questions?

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